

Fulfilling the Vision for White Oak

ULI Washington
Regional Fellows Program
Presentation to Montgomery County
May 17, 2017



ULI Washington

Over 2,200 Members, who include developers, architects, planners, public officials, financiers, students. **Our programming emphasizes sharing best practices and providing outreach to communities.**

Regional Fellows Program

The mission of the ULI Washington Regional Fellows Program is to **empower public sector leaders** in the Metropolitan Washington Region to build, and sustain successful 21st Century communities by providing access to information, best practices, peer networks, and other resources to foster creative, efficient, and sustainable land use practices.



2017 Regional Fellows Program

Montgomery County Fellows

- **Isiah Leggett**, County Executive
- **Jewru Bandeh**, Montgomery County Eastern Region
- **Peter Fosselman**, Office of the County Executive
- **Greg Ossont**, Department of General Services
- **Amy Donin**, Department of General Services



TAP Panelists

Panel Co-Chairs and Faculty

- **Charles Hewlett**, RCLCO
- **Brian Cullen**, Keane Enterprises

ULI Washington Regional Fellows

- **Kirk Kincannon**, Fairfax County Park Authority

TAP Panelists

Fellows, contd.

- **Stephanie Landrum**, Alexandria Economic Development Partnership
- **Fred Selden**, Fairfax County Department of Planning & Zoning

Panelists

- **Jon Eisen**, The Eisen Group

TAP Panelists, contd.

- **Judith Meany**, School of Architecture & Planning, Catholic University of America
- **Alex Rixey**, Fehr and Peers DC
- **Chris Rzomp**, Gensler



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Special Thanks

Special thanks to Timothy Firestine, Chief Administrative Officer, Ramona Bell-Pearson, Assistant Chief Administrative Officer, for her participation and support for the ULI Regional Fellows Program, Lily Qi for securing Montgomery County's participation in this inaugural year, and Amy Donin for outstanding leadership in managing this project on behalf of the County.

Table of Contents

- Overview
- SWOT Analysis
- The Catalyst
- Marketing, Branding and Community Engagement
- Transportation and Connectivity
- Implementation and Recommendations
- Homework



Overview

- Unique combination of available land, huge employment creators, a mixed community--diverse population, housing, open space, parks, cultural and potential
- Opportunity will reach beyond Viva to the entire White Oak and beyond
- One of the only projects in the DC area with this scale, employment and available land
- Super-regional impact

Today's Assignment: Montgomery County

- Leverage assets of White Oak area, including proximity to FDA, to attract new businesses, residents, visitors and investment
- Maximize BRT and other infrastructure investments for benefit of local community
- Engage with residents on their interests, goals for community future
- Recommend implementation strategies

SWOT ANALYSIS

Challenges and Obstacles

- Perception shaped by lack of investment, lack of opportunity for area residents
- Lack of cohesive urban design
- Poor connectivity
- Not walkable
- Three commercial nodes not linked or integrated; lack of identity



Challenges and Obstacles

- FDA is walled off from community except for special events
- Housing products not aligned with employment opportunities
- Affordable housing is at risk; no demonstrated County urgency to preserve



Challenges and Obstacles

- Lack of job training in the planning area to prep residents for job opportunities with major employers such as Adventist Hospital (e.g. WorkSource in Wheaton, Montgomery College)
- 80% of traffic on Rt. 29 is through traffic
- Lack of transportation options problem for transit dependent residents - “Last mile” connectivity with BRT



Opportunities and Strengths

- Significant employment base and employment growth potential in FDA
- Employment growth will support additional retail, housing, office opportunities
- International businesses and restaurants
- High traffic volumes support retail, restaurants in area



Opportunities and Strengths

- Ped/bike bridge and paths through stream valley to connect housing, parks, employment, White Oak Community Recreation Center
- Streetscape could strengthen and build community identity
- Existing funding streams and programs like WorkSource could be deployed in the area



The Catalyst

Viva White Oak



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The Catalyst

- Viva, Adventist Hospital and the 29 Town Center will be the new “center” of White Oak and will have positive residual impact throughout White Oak
- FDA is the major job creator but is an island, due to floodplains, steep slopes, fences and security, but should be connected by pedestrian and bike access to surrounding communities for workforce access
- New Hampshire Avenue and Route 29 are in need of “Pike Level” analysis with a focus on multi-modal access, with a focus on bike lanes. (e.g. Arlington/Alexandria Route 1 corridor)

Desired Outcomes

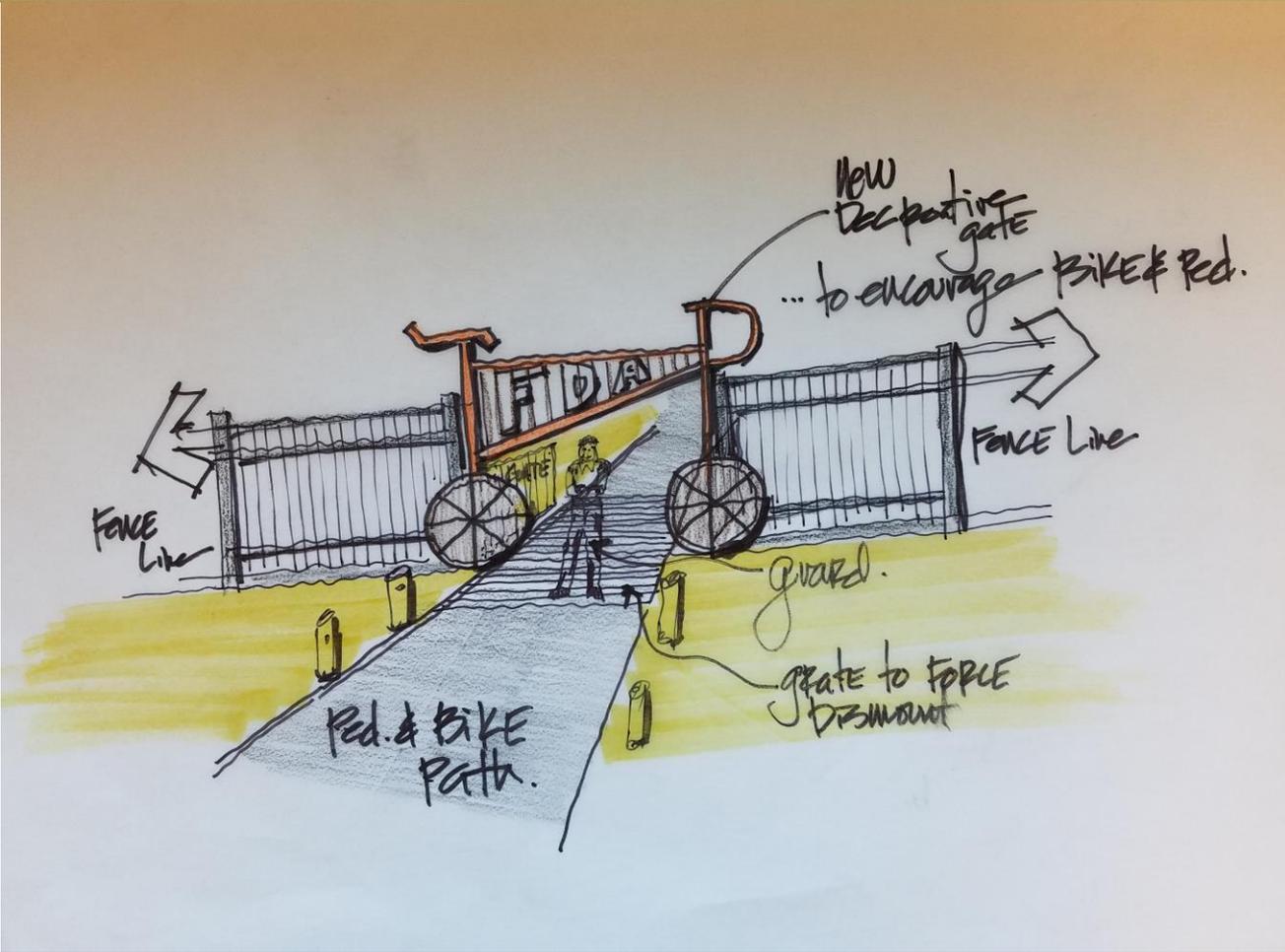
- There should be a concerted effort to include educational opportunities for training workers in White Oak, not just including FDA and Adventist but the existing local businesses as well (i.e. Coke)
- Create housing for the employers (employees) in the area
 - With 15-20K+ jobs in the immediate area, there is no new housing to allow a work/live balance, less commuting
 - This is a tremendous opportunity for new housing and for reducing traffic in the area by taking “in migration” trips out of the network
- Improve the connectivity between the employers and future housing opportunities—even if just pedestrian and bike linkages



Shared-Use Paths Create East-West Link...



Bike Gate for FDA



Desired Outcomes

- Recruit and retain world class Bio Health companies and educational facilities to anchor the office component
- Create a diversity of housing options, geared to the employers in the Plan area
- Combination of daytime employment through office and educational facilities, coupled with walkable housing, provides the ingredients to deliver restaurants, retail and other amenities needed in White Oak

Strategies to Achieve

- Montgomery County must be involved with the success of Viva in a detailed way, especially around economic development, employer recruitment and marketing of this unique opportunity
- Create inter-agency working group to implement plan
- Montgomery County and Viva must engage with FDA and Adventist to understand employee demographics and design housing to match that demand
- Montgomery County should engage GSA to plan pedestrian and bike access to the FDA campus from the surrounding communities



Strategies to Achieve

- Perform detailed demographic analysis of major employers' workforce to identify housing preferences and strata of products needed in Viva
 - Analysis will inform housing product selection to match offerings to the workforce
 - Enhance live/work opportunities
 - Reduce trips in the network and
 - Accelerate timeline to delivering amenities



Strategies to Achieve

- Establish a diverse mix of housing types, which could include:
 - SFD
 - SFD narrow lot
 - SFA
 - 2 over 2
 - Rental – mid and low
 - Condos – mid and low (market dependent)
 - Age targeted/restricted (building, not horizontal)
 - Assisted living
 - Temporary Corporate Housing



Single Family Detached (SFD)

Traditional Small Lot



Narrow Lot



Attached Product (SFA)

Two over Twos



Traditional Townhomes



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Multi-Family



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Strategies to Achieve

- A similar exercise should be undertaken with the commercial component
- With a world class Bio Health location, a World Class marketing and recruitment effort should be undertaken, with all stakeholders involved

The Catalyst

- We see this northern area as the Catalyst because it has the funding and plans in place to light the fuse on this rocket.
- Implemented correctly, Viva has the ability to propel White Oak as a leading location for the Bio Health industry to work, live and play.
- This, in turn, will raise the profile of not just the planning area, but the region.

Marketing, Branding and Community Engagement

How to Attract...BUSINESSES

- Anchors: FDA , Adventist, Army Research Lab
 - Create fact sheets on what each of these employers look like (demographics, etc.)
- Compile and highlight demographics of current residents (skills and job categories) to share with potential employers looking at the neighborhood

NATIONAL SCIENCE FOUNDATION MOVE TO ALEXANDRIA



On June 7, 2013 the General Services Administration (GSA) announced the execution of a new lease agreement for the National Science Foundation (NSF) headquarters at the Hoffman Town Center in the City of Alexandria. The following information has been compiled from agency documents, federal government sources, real estate documents and real estate databases to describe the impact of the move and details on the new facility and surrounding area.

WHO?

The NSF is an independent federal agency created by Congress in 1950 "to promote the progress of science; to advance the national health, prosperity, and welfare; to secure the national defense..." With an annual



National Science Foundation
WHERE DISCOVERIES BEGIN

budget of about \$6.9 billion (FY 2013), NSF is the **funding source for approximately 20% of all federally supported basic research** conducted by America's colleges and universities. In many fields such as mathematics, computer science and the social sciences, NSF is the major source of federal backing.



The agency employs approximately **2,100 professionals** at their headquarters:



- 1,300 career employees;
- 200 scientists from research institutions on temporary duty;
- 450 contract workers; and
- the staff of the National Science Board office and the Office of the Inspector General.

Each year, NSF supports an average of about **200,000 scientists, engineers, educators and students** from U.S. institutions that work at universities, laboratories and field sites all over the United States and throughout the world, from Alaska to Alabama to Africa to Antarctica.



NSF offers a rare opportunity for scientists, engineers, and educators to join the organization as **temporary program directors - called rotators**. Along with permanent staff, rotators make recommendations about which proposals to fund; influence new directions in the fields of science, engineering, and education; support cutting-edge interdisciplinary research; and mentor junior research members. While rotators can come on temporary assignment for up to four years, most rotating assignments last **one to two years**.

WHAT?

NSF's mission is fulfilled primarily by issuing limited-term grants – currently about **12,000 new awards per year, with an average duration of three years** – to fund specific research proposals that have been judged the most promising by a rigorous and objective merit-review system. Most of these awards go to individuals or small groups of investigators via their institutions. Others provide funding for research centers, instruments and facilities that allow scientists, engineers and students to work at the outermost frontiers of knowledge. In FY2011, more than **51,000 applications** were received and evaluated.



This grant program produces **30,000 site visits** per year, yielding **90,000 hotel room nights** annually.

1/23/2014 – Alexandria Economic Development Partnership

1

Alexandria's NSF Factsheet

How to Attract...BUSINESSES

- Create a **Business/Property Owner Partnership**
 - Model= Tysons Partnership
 - Seeded by the County, matched by property owners/businesses
 - Must not be government-y; private sector/ commercial property owners
 - Eventually morph into a Business Improvement District



How to Attract...RESIDENTS

- Create a “Friends of” organization to band together the various smaller resident groups throughout the district with a focus on:
 - Quality of life
 - Recreation, trails and green space
 - Encouraging new housing
 - Attracting more retail and restaurants



WorkSource
M O N T G O M E R Y
Connecting Employers & Job Seekers

How to Attract...RESIDENTS

- Promote job availability in White Oak
 - Collect and share “job openings in White Oak” working with Adventist & FDA, and other employers
- Locate a WorkSource Montgomery facility in White Oak focused on bolstering the skillset of existing residents that do not match the job opportunities



How to Attract...VISITORS

- Focus on what will bring non-residents and employees into the district
 - Is there a museum component to FDA?
 - Connect to regional park and trail system
 - See below recommendation about festivals and meetings



Breweries require little tenant buildout

How to Attract...Visitors

- Add entertainment uses as short term uses in various building types:
 - Breweries and other food makers
 - Temporary active uses like kids bounce facilities, indoor playspaces, boutique fitness (Zumba, CrossFit, etc.)
- Amend policies/plans to encourage retention of large regional churches into redevelopment projects

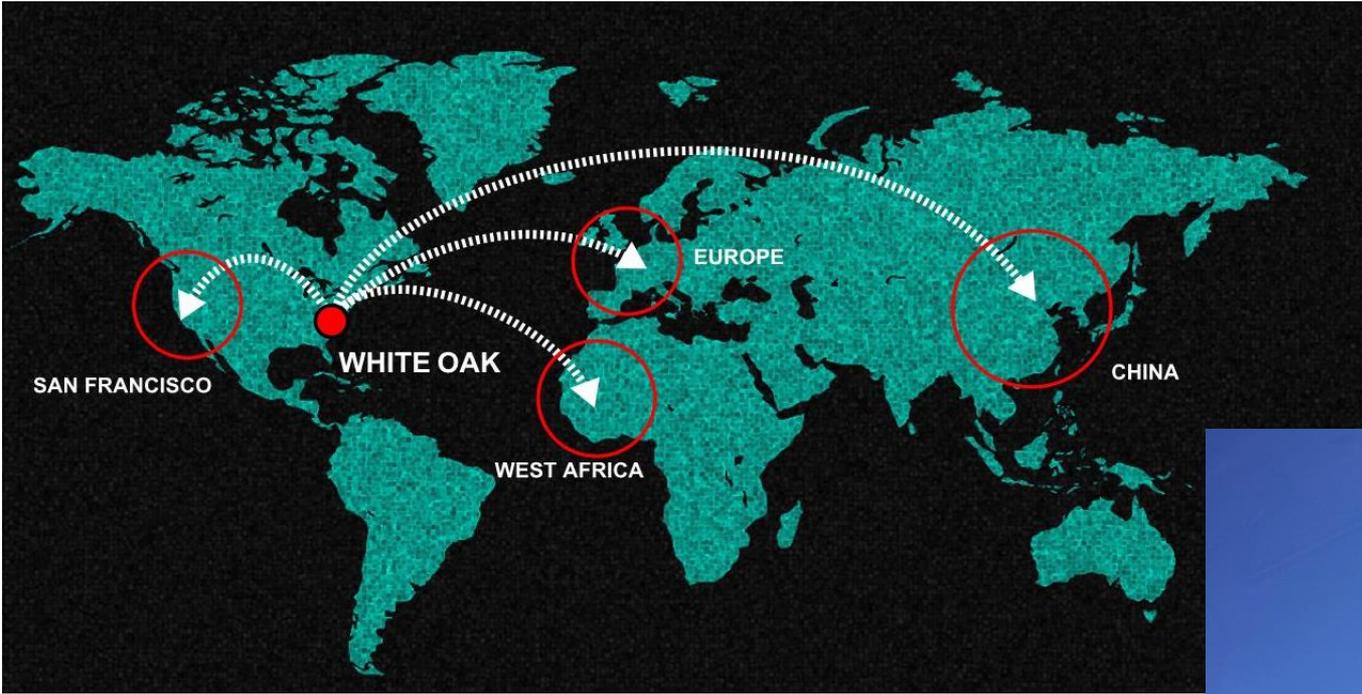


Area-Wide Marketing: WHITE OAK

- The 4 P's: Price, Product, Promotion & PLACE
- Positive & compelling brand name and recognition
- Unifying moniker that the various stakeholders all buy into
- Drop Science Gateway from the Place NAME
 - Is it really a gateway? To what?
- Formalize tagline that differentiates
 - globally identified life sciences center
 - GLOBAL BIOHEALTH HUB (MCEDC)
 - Viva's messaging
 - FDA proximity
 - Adventist Hospital
 - WSH-BLT corridor
 - hub for innovation
 - great place to live



Putting White Oak on the Map



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Messaging Points

- After years of development moratorium, things are happening in White Oak
- GSA/FDA invested \$1B in their campus and headquarters
- # of developable acres left? X million FAR? % of the district
- \$3 B private investment underway at Viva White Oak & Adventist campus
- Appetite & capacity for growth
- Jobs, new retail, entertainment-
building a balanced neighborhood
- We want investment!
- Inspiration:
www.yimbytoronto.org

YIMBY
YES IN MY BACK YARD

Activities and Events

- Coordinated effort to attract specific events to the neighborhood
 - BIO International Convention (target date- 3-5 years?)
 - County Parks & Planning festivals & special events (see examples in Wheaton)
- Encourage FDA to cohost industry events at their facility
- Encourage FDA to hold a Community Day (follow USPTO model)
- Work with retail property owners to host annual Taste of White Oak festival



USPTO Community Day



WHEATON EVENTS

Downtown Wheaton sponsors and promotes many events throughout the year to showcase and promote the downtown area. Our TGIF Summer Concert Series, Taste of Wheaton and World of Montgomery Festival are just a few of the signature events both residents and visitors can enjoy. Whatever your pleasure, there is something for everyone in downtown Wheaton.

Educational Strategies

- Formalize program with State of Maryland, MCCC, JHU, FDA, Adventist and other interested parties to engage with Public Schools on vocational studies, internships, etc.
- FDA, Adventist each adopt a local school
- White Oak resident preferential internship program
- Result: White Oak becomes a magnet for residents
 - people will want to move to this district & put their kids in schools to access these resources
- Encourage entrepreneurial incubators and spaces in vacant storefronts and buildings

Arlington Science Focus School



Tech Shop in Crystal City



Transportation and Connectivity

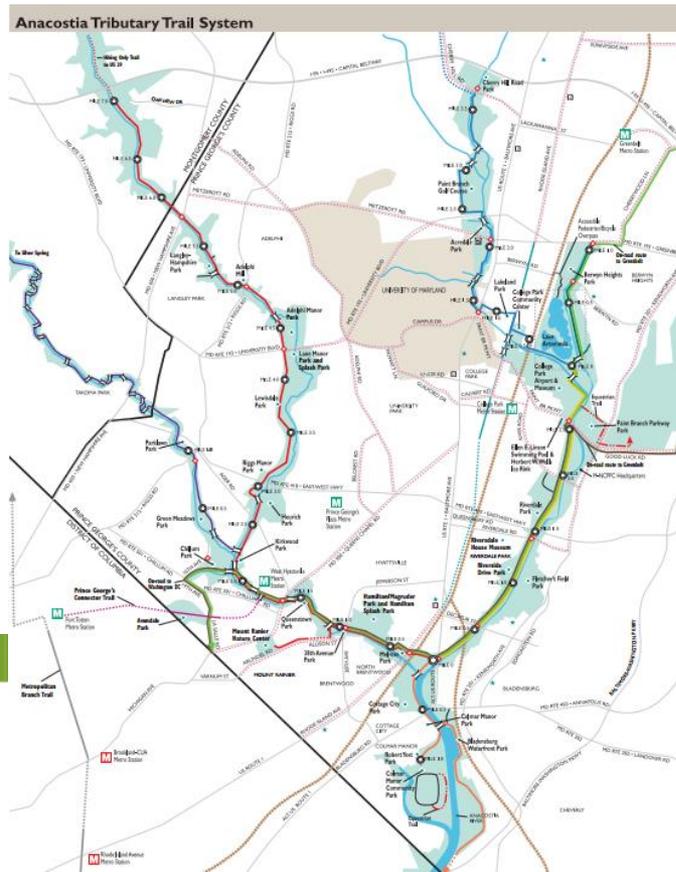
Transportation and Connectivity: Goals

- Connectivity to Regional Destinations
- Local Circulation and Access
- Support Identity of Place



Transportation and Connectivity: Strategies

- Connectivity to Regional Destinations
 - Maximize use of BRT
 - New connections to leverage existing trail network



Transportation and Connectivity: Strategies

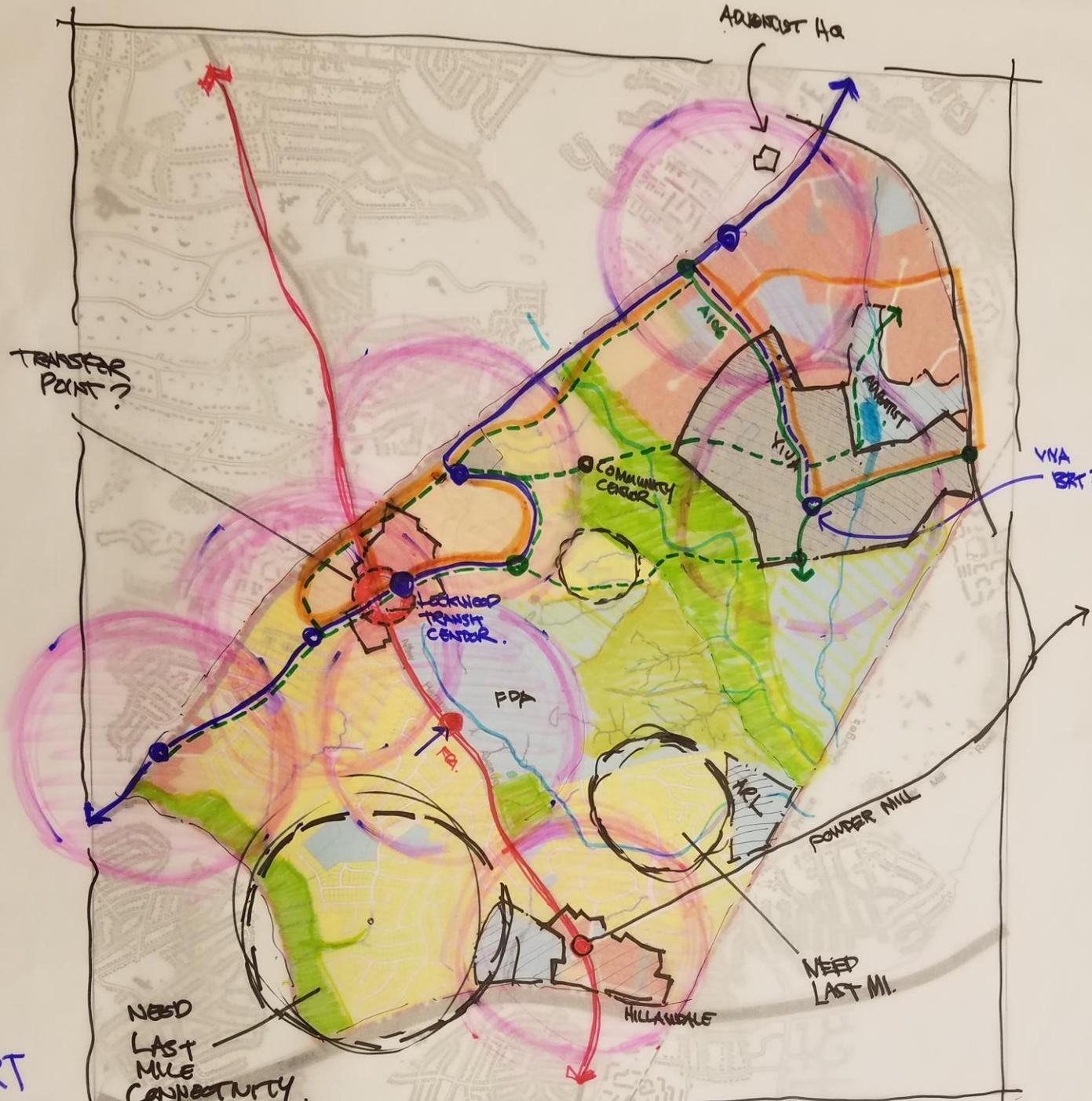
- Local Circulation and Access
 - Circulator connecting White Oak Center & neighborhood to Westech/Plum Orchard/Viva
 - Leverage BRT for Local Circulation
 - Multi-Use Trail internal connections
 - Sidewalk and Streetscape improvements connecting to BRT
 - Bikeshare



Transportation and Connectivity: Strategies

- Support Identity of Place
 - Develop a “kit of parts” for a unique White Oak streetscape identity including landscaping, signage, hardscape, paving and lighting

Overview



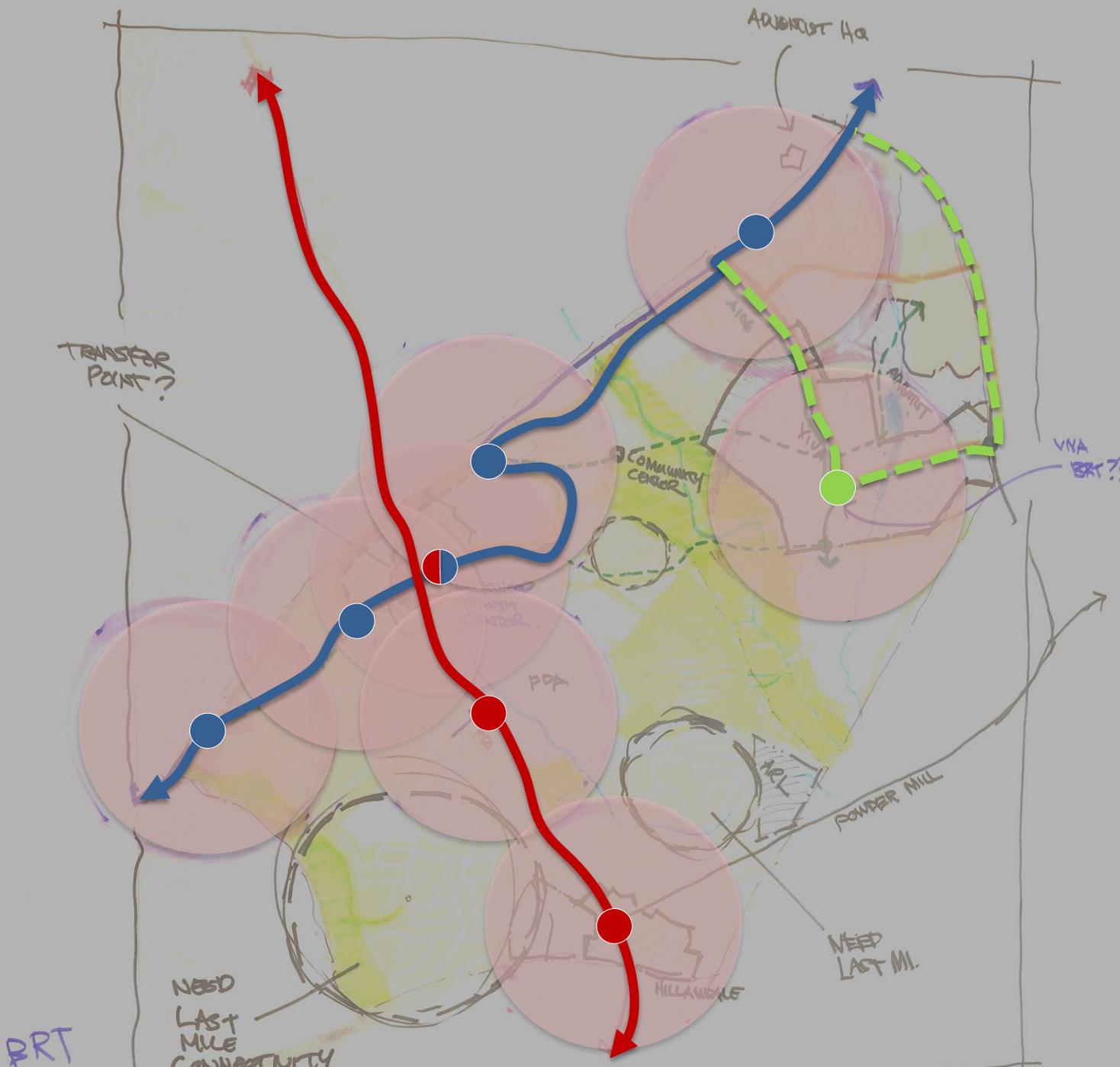
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BRT

NEED
LAST
MILE
CONNECTIVITY.

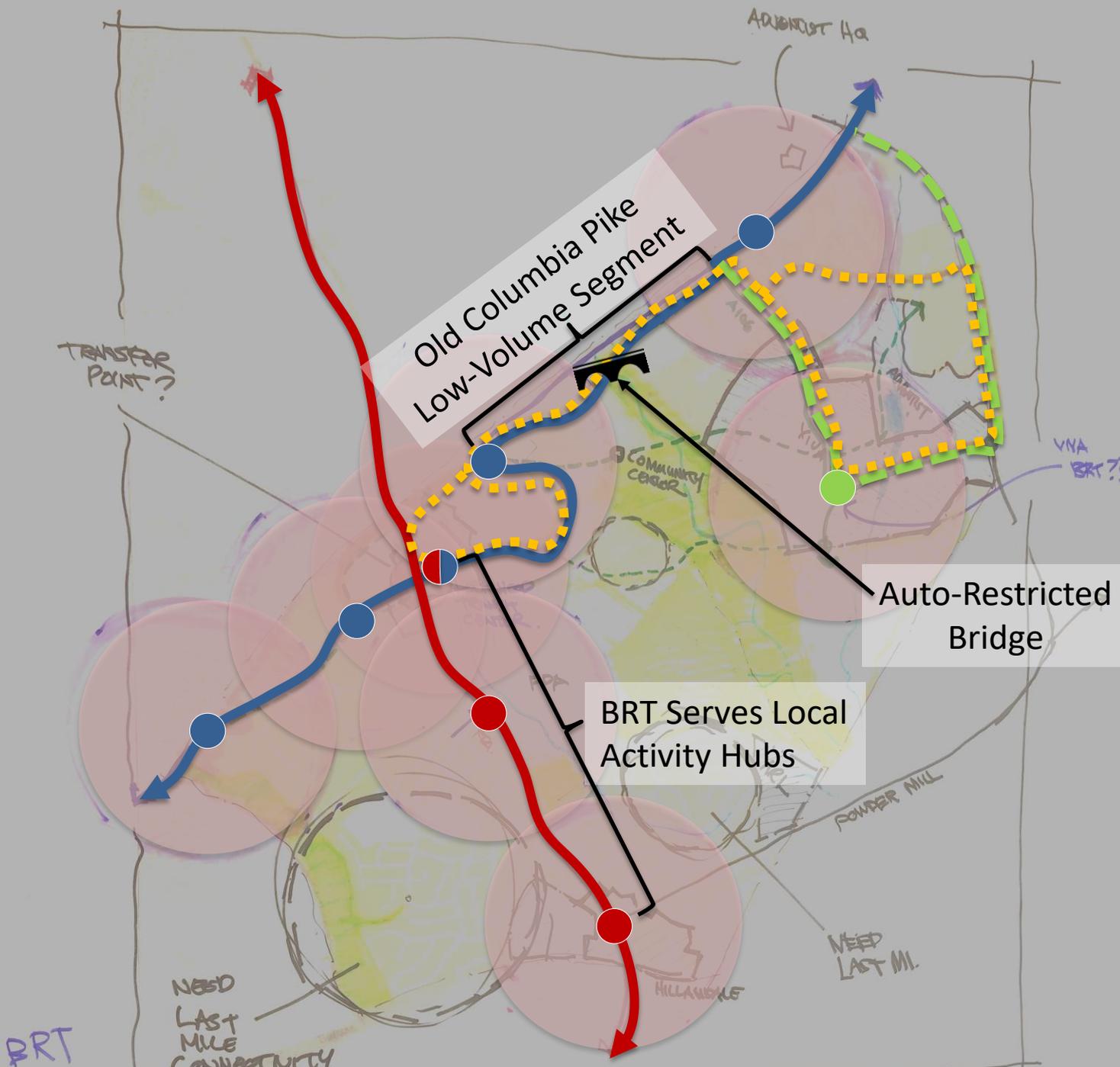
Bus Rapid Transit (BRT)



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Bus Rapid Transit (BRT) With Local Circulator



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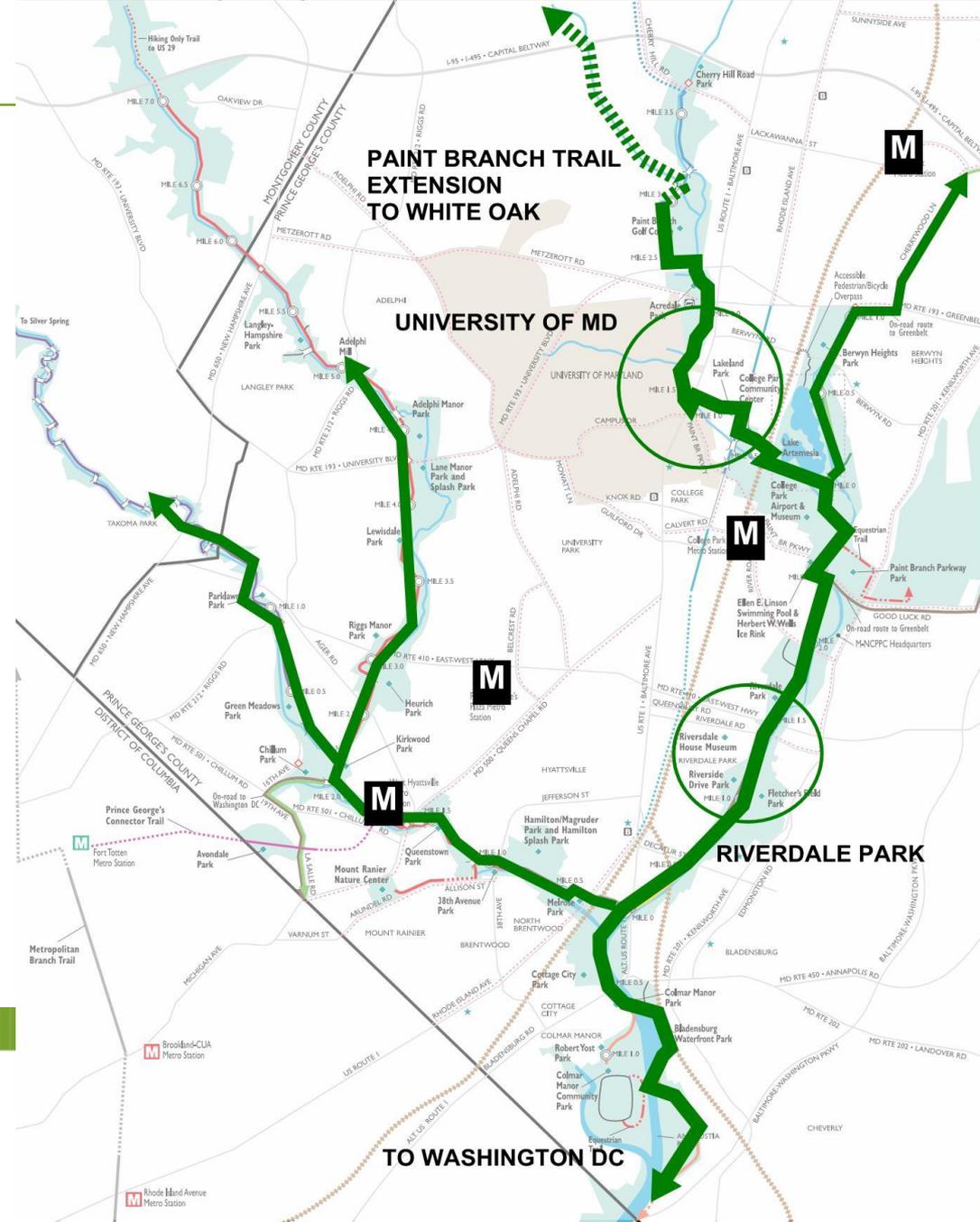
Shared-Use Paths Create East-West Link...



...and connect to regional trail network



Anacostia Tributary Trail System

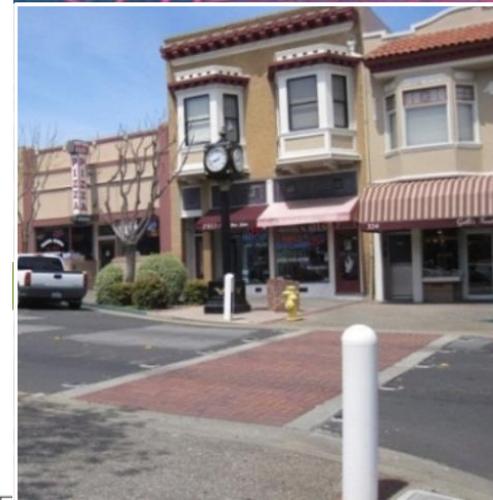


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Streetscape Improvements and Bikeshare

- Support BRT access and shared-use path connectivity
- Support White Oak Identity



Reconsider Interchanges

- Proposed full interchanges at
 - Stewart Lane and
 - Industrial Parkway/Tech Road
- Could adversely affect adjacent development



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Reconsider Interchanges

- 80% of daily traffic on US 29 in White Oak is pass-through (i.e. not starting or stopping in White Oak)
- Could approximately \$15M interchange cost be spent on local improvements to benefit White Oak rather than through traffic?



Implementation and Recommendations

Recommendations

- Create a unique “kit of parts” to be used in streetscape, sidewalks, bike lanes and intersections, to include:
 - Lighting
 - Signage
 - Landscaping
 - Hardscape
 - Materials



Recommendations

STREETSCAPE & INFRASTRUCTURE:

- Reallocate or dedicate new funding for streetscape improvements
- Use stream valleys to create paths and connections through and around the area - show on maps
- Clean-up and enhance area appearance through streetscape and other tools to improve perception of area



Recommendations

MARKETING/PROMOTION:

- Adopt “**White Oak**” as the neighborhood/district name
- Incorporate White Oak name into County signage, communications, etc. by all entities who touch this part of the County
- Aggressively market White Oak area to Bio Health sciences industry worldwide
- Use existing parks and create pop-up platform area on Viva site for festivals, concerts, national days and other special events

Recommendations

MARKETING/PROMOTION contd.

- Create a fact sheet on FDA employees - (see NSF example from Alexandria)
- Utilize water tower to reinforce White Oak community brand, and position construction cam to track progress of key development sites
- Make White Oak neighborhood more prominent on Montgomery County ED website – the White Oak opportunity area should be a much more prominent feature, as it is the largest development opportunity in the county, and it currently takes three clicks to find it!
- Organize and promote FDA Community Day (follow USPTO model/example)

Recommendations

BUSINESS & COMMUNITY INVOLVEMENT:

- Engage with FDA/GSA/Adventist Hospital understand their needs – housing, amenities, off site office, retail and other uses
- Stronger liaison with FDA (Alexandria PTO, NSF)
- Create a Partnership organization- commercial property owners, developers and businesses
 - Seed money (matching?) from the county
 - Independent organization, focused on implementing the brand, marketing and placemaking (events)
 - Develop “White Oak” neighborhood website to promote area beyond just Viva

Recommendations

BUSINESS & COMMUNITY INVOLVEMENT contd.

- Approach BIO International Convention about holding event in White Oak in the future (target date- 3-5 years?)
- Organize and promote festivals & special events throughout White Oak (see examples in Wheaton)
- Engage shopping center owners to conduct a ‘Taste Of’ event (BF Saul, Finmarc & Duffie)
- Formalize a “Friends of White Oak” organization, banding together community groups, with a focus on quality of life, recreation, trails, green space, etc.



Recommendations

EDUCATION & WORKFORCE SKILLS:

- Analyze area workforce skills
- Match programs/skills training to current and future job opportunities, including entrepreneurial opportunities
- Formalize program with State of Maryland, MCCC, JHU, FDA, Adventist and other interested parties to engage with Public Schools on vocational studies, internships, etc.
- Work with FDA and Adventist to adopt local school(s)

Recommendations

- Collect and share “job openings in White Oak” working with Adventist & FDA, and other employers
- Locate a WorkSource Montgomery facility in White Oak focused on bolstering the skillset of existing residents that do not match the job opportunities



Recommendations

Other Topics:

- Explore new tools such as density to preserve existing affordable housing
- Encourage retention of large regional churches
- Add entertainment uses as short term uses in various buildings
 - Breweries and other food makers
 - Temporary active uses like kids' bounce facilities, indoor play spaces, boutique fitness centers (Zumba, CrossFit, etc.)

Homework for Montgomery County Team

- Create inter-agency working group to coordinate implementation of White Oak Plan, private development and capital projects
- Develop “kit of parts” for streetscape; integrate into development and capital projects
- Convene “Friends of White Oak” group
- Engage business and property owners on clean-up and appearance issues
- Create fact sheet on FDA

Questions?

